DOCUMENT RESUME

ED 163 893 IR 005 814

AUTHOR Nitecki, Joseph Z.
TITLE Temple University Libraries in the Mid-Seventies: A Status Report.
INSTITUTION Temple Univ., Philadelphia, Pa. Univ. Libraries.
PUB DATE 77
NOTE 51p.

EDRS PRICE MF-$0.83 HC-$3.50 Plus Postage.
DESCRIPTORS Budgets; *Library Administration; Library Collections; *Library Services; *Library Technical Processes; Organization; Personnel; Tables (Data); *Trend Analysis; *University Libraries
IDENTIFIERS *Temple University PA

ABSTRACT

Present central library operations are discussed in terms of emerging needs and possible direction for future development. Library objectives include acquiring and organizing relevant records of knowledge, and providing satisfactory information service standards. Issues relating to objectives include the library's involvement in planning and developing educational programs, support of programs offered, and a well selected professional staff, strong in subjects relevant to library coverage and involved in continuing education. Library organization and structure are concerned with the centralization of library services within the university, and the functional arrangement of activities within the library. At present, Temple's library structure is a combination of centralized and decentralized services. Issues involving personnel are consultative management, professional self-governance, unionization, and affirmative action policies. The library's budget recommendations are based on a balanced budget principle, and library department heads' participation. Collection development is based on stimulus response buying and a system approach. Gradual computerization is taking place with a fully automated circulation system, OCLC, microforms, and semi-automated interlibrary loan. Future issues include cooperation and networking within the profession; cooperation and coordination within the University; and structural reorganization, development of long-range personnel programs, continuing automation, and additional library space. (Author/MBR)

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TEMPLE UNIVERSITY LIBRARIES IN THE MID-SEVENTIES: A STATUS REPORT

by

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TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC) AND USERS OF THE ERIC SYSTEM."

IR005814

Philadelphia

Spring, 1977

TABLE OF CONTENTS

I.	INTRODUCTION	p. 3
II.	LIBRARY OBJECTIVES	p. 3
III.	ORGANIZATION AND ADMINISTRATION	p. 7
IV.	LIBRARY RESOURCES	p. 15
V.	TECHNOLOGY	p. 17
VI.	LIBRARY SERVICES	p. 19
VII.	LIBRARY PROCESSING	p. 21
VIII.	PROCESSING COSTS	p. 23
IX.	CHALLENGES OF TOMORROW	p. 24
	NOTES	p. 26
	APPENDIX	p. 30

I. INTRODUCTION

We are in a period of institutional self analysis. Somehow, during the last few decades of fast physical expansion and in full conformity with a good old pragmatic tradition, we have been busy building library collections and developing bibliographic services with no time to reflect on the goals and long-range objectives for these activities.

We are, of course, not different from the rest of the University community. "The development of a unified approach to what Temple is, what it should become, and how it should get there," to quote from the recent message of President Wachman, "has been elusive in the absence of a long-range institutional plan."[1/]

In this report, I will try to briefly describe present central library operations in terms of its emerging new needs, suggesting whenever appropriate possible directions for future development.

The presentation is based on concrete statistical data, and includes interpretations expressing my own viewpoints. I cannot speak for all my colleagues and cannot expect their full endorsement of the statements made in this presentation.

Furthermore, till last year, I was not directly involved in many of the activities described in this paper; and, hence, I may be prone to fallacy of the single cause, by developing a naive and simplistic approach to a complex, politically intricate system.[2/]

II. LIBRARY OBJECTIVES

The basic objective of any university library is, of course, a provision of a satisfactory knowledge- resource support for its parent institution. This is

needed in the pursuit of the instructional, research and cultural goals of the institution. This objective is twofold: (1) to acquire and organize relevant records of knowledge, and (2) to provide a satisfactory standard of information service.

A library collection must relate to its users' needs. Temple University Libraries service over 27,500 students; almost 40 percent of them full-time undergraduates, 13 percent full-time graduates, while the remaining 47 percent, in most cases, older, working, part-time students. The students are enrolled in 15 different schools and colleges studying for baccalaureate degrees in 76 different fields, or are taking one of 141 programs offered in 80 separate graduate fields, 51 of them at the doctoral level. (In 1975/76, Temple University awarded 152 Ph.D's in 26 Ph.D's fields).

To appreciate the scope of the services that the library must provide to meet these needs, one must consider variations in educational background, interest and style of learning of all students, faculty and other members of the University community.

The pertinent issues raised by the nature of the University library needs include the following:

(1) The Library's direct involvement in the planning and development of educational programs. Too often the courses, or even the entire graduate programs, are introduced with little or no consideration for available library resources;

(2) The actual library collection support for the programs offered. Modern stress on independent studies requires strong, broadly defined, up to date collections with sufficient variety to satisfy individual needs. This is in contrast to the old,

traditional textbook approach of teaching with definite reading assignments. No single library is any longer in a position to provide such a service;

(3) Well selected professional staff, strong in the subjects relevant to the library coverage and involved in a continuing education. Such involvement is imperative because of the fast expanding subject fields and corresponding modifications in library technology.

Processing library material consists of a series of highly technical operations which are used to build a library collection at optimum cost effectiveness, with maximum accessibility and which at the same time assure proper preservation of acquired material.

Library service, on the other hand, is an educational process--teaching students how to locate needed material, assisting faculty in identifying publications relevant to their instructions and providing bibliographic tools to researchers.

Thus, the specific value of the library to its own university is determined by the relevancy of collection to the needs of its users, the viability of processing and servicing library materials, the competency of its staff and the extent of its cooperation with other libraries.

The current Temple University self-evaluation of major policies directly affects the formulation of library goals. The unique responsibility of a commonwealth university expressed in the type of student sought and educational programs offered to him, with the emphasis on exit rather than entrance standards of excellence, requires a library with well developed collections on remedial, undergraduate and graduate levels.

The University dedication to the cultural pluralism stresses the importance of multicultural content of such collections, while the rejection of the theory of social Darwinism in education imposes an added obligation for a more individualized library service.[3/]

Simultaneously, with the demands created by the University goal-formulation, the library must also respond to the fundamental changes in its own field.

With a spectacular growth of information science, the theory of librarianship is fast departing from the traditional, custodial preoccupation with the printed book. Instead, the profession is developing its own formal discipline which encompasses recent bibliographic developments in all fields of knowledge, and provides theoretical foundations for acquiring, organizing and accessing the content of the world knowledge resources.

Library engineers develop bibliographic techniques which indicate a shift from the preoccupation with physical size of the collection to its content, and which replace the traditional goal of each library self-sufficiency by a concept of interlibrary cooperation. This in turn, allows for sharing resources and processes throughout local, regional, national and international networks.

The library services librarians are gradually abandoning a passive, educational concept of aiding the user to help himself by developing information awareness, by advertising library services, and by themselves becoming directly involved in the information process. The ranks of library activists, gathering under the banner of "Library Power," are still expanding.

The changes also reflect phenomenal developments in communication technology illustrated by recent computerization of many library processes and information retrieval services and are also evidenced in fast-developing new carriers of

information, supplementing and often replacing the book format by near-print or non-print media.

This changing overall philosophy of librarianship, accompanied by modernization of library technology, has directly affected library governance which is right now going through a complete metamorphosis from an old-fashioned, vertical hierarchical organization into a new, horizontally structured concept of management. This almost revolutionary evolution reflects the changes in the attitudes of employees to their work, the unionization of work environment, governance of librarians and the requirements of affirmative action policies.

The library emerges as a new system with components such as systems analysis, business management, and computer technology--components still foreign to many members of the library community.

Library administration is seen more as a low-keyed coordination of group efforts in problem solving, preoccupied with long-range planning in terms of changing needs of library users and economic strains imposed by the University administration.

Temple library policies and procedures will have to be reexamined in terms of all the factors just mentioned--a never ending process in any live organization.

III. ORGANIZATION AND ADMINISTRATION

It is a truism worth repeating that the type of library organization directly affects the quality of its operations. Yet the theory of library management was not taught in most library graduate schools until after the Second World War and the subject heading "library administration" was not used in Library Literature until 1961 thus finally retiring the old heading of "library economy."

The position of the library administrator until very recently was considered a crowning accomplishment and a reward for professional longevity. It now fast becomes a complex, often avoided, specialization requiring background knowledge and understanding not expected from a stereotype "bookman" and "book lover."

A. Organizational Relationship and Structure

A quick look at the library's major organizational relationship illustrates the scope of administrative involvement usually defined as planning, organizing, staffing, directing, coordinating and budgeting library operations.

Two theoretical considerations both directly related to Temple University should be mentioned: one is a centralization of library services within the University, the other is a functional arrangement of activities within the library structure.

To quote Peter Drucker, "decentralization is the best principle or organization designed where it fits."[4/] It undoubtedly fits large universities with geographically dispersed branches such as Ambler, Tyler and Temple University Center City (TUCC); it is justified for a small reference collection near laboratories as our own four departmental libraries; it may also be suggested, although less convincingly, as a solution to processing delays of a huge centralized library technical services operations; and it, of course, will be warmly endorsed by faculty expecting to have their own offices near the collection.

Yet centralization is still a valid concept in the service industry, including the university, in which--to quote Drucker again--"the central human resources are not manual workers--skilled or unskilled--but knowledge workers."[5/] Several reasons support the concept of a central university library like Paley--the best utilization of high-paid specialists, such as catalogers or subject specialists;

a comprehensive collection development based on a unity of knowledge, especially significant in fast emerging interdisciplinary fields, such as computer science; the avoidance of wasteful duplication of expensive books, together with the plain economy of effort eliminating useless procedural repetition.

Neither approach will, however, be sufficient in the library of tomorrow and it is very probable that a fully automated on-line library will provide completely decentralized personal services directly to the user in his own office, connected by telephone lines with a fully centralized information processing unit in the main library.

B. Temple University Libraries

At present, however, Temple University Libraries' organization structure is hybridized to say the least. Table I* lists different library operations and collections on the campus known to this reporter; the list is not yet completed. Such arrangements are, however, more traditional than logical and will require a more efficient method of coordination than presently exists.

The distinction between the functional and divisional approach to library internal operations closely follows the centralization-decentralization reasoning. Paley Library is again a mixture of the two approaches. Major departments in both technical processing and public services sectors are arranged by functions performed. Yet a large business department is an example of a very successful implementation of the departmental approach.

Functional structure allows for economy in the use of resources such as ordering, cataloging, centralized public catalogs, circulation, reserve, etc.,

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* All tables and diagrams are printed in the Appendix.

while a more extensive divisional approach provides for a more advanced and direct service of the specialists. Present request for arrangements similar to the separate Business Collection in the field of education is prompted by the interest of graduate students. Restricted space, budget and serious overlap in the material used by students in education and in other fields make such a demand difficult to meet.

The present central library system is organized into four major units Fig. 1): The administrative office of the director provides library-wide services related to personnel, bookkeeping, maintenance and security. The two major divisions in Paley provide centralized processing and public services, while the fourth group comprises units directly reporting to the director of libraries: Collection Development, Special Collections and three branch libraries.

1. Personnel. The present library staff of 240 full-time employees comprises four categories: 56 librarians, 47 bibliographic assistants, 75 clerks, and an equivalent of 62 full-time student assistants.

All the employees, with the exception of four administrators, confidential secretaries and part-time workers, are covered by two unions.[6/]

All librarians have at least a master's degree in library science from an accredited graduate library school, with a recent trend toward at least one additional master's degree in a subject area.

Bibliographic assistants perform tasks requiring a general college education such as bibliographic searching, editing or direct servicing to the library patron.

Major current issues involving personnel are: consultative management, professional self-governance of librarians, unionization and the requirement of the affirmative action policies of the University.

All these issues are created by recent developments in the field lacking precedents or models to follow.

Consultative management implies involvement in a decision-making process which, although may improve morale of the staff, it does not necessarily become more productive, as pointed out by Mr. DeGennaro, the director of the University of Pennsylvania Library. The issue is partly complicated by an emergence of unions. DeGennaro observes that "it is clearly understood and accepted in the union culture that management and employees are in an adversary relationship."[7] Temple provides an unusual environment for testing this hypothesis since for the last three years all the supervisors, including department heads (who, by the way, are appointed and not elected by their peers) are protected by union contracts.

Closely related to the union concern about working conditions is the University effort to eliminate discrepancies identified by affirmative action. It is the AAUP union contention that the field of librarianship is traditionally considered a woman's profession with corresponding lower salaries. To remedy this situation, the union recently proposed a 10 month contract at the existing 12 month salary scale.

The overall sex and minority composition of the library staff is reviewed periodically by the Affirmative Action Office. The main problem is, of course, a lack of available qualified minority librarians and bibliographic assistants to fill the vacancies. So, although the library meets all the formal requirements of the University hiring procedures, a continuing effort to further improve the distribution will have to be maintained. At present, all professional vacancies are advertised in publications designed for minority readership,[8] while all other recruitment is directly processed by University Personnel Services.

The last but extremely important issue in library personnel organization is a fast emerging concept of librarians' self-governance. Librarians, organized in the Academic Assembly, are developing a professional autonomy similar to the faculty status of teaching and research members of the University community. They accept responsibility for professional service to the institution and its members. This service autonomy is based on the professional knowledge required to conduct various bibliographic research in order to develop library resources, to maintain bibliographic organization of the library collection, through classification, indexing and subject cataloging, and to provide direct professional assistance to the library client.

Library administration, on the other hand, assumes responsibilities for directing and coordinating all library activities by establishing and implementing organizational policies and procedures and by providing direct support for professional activities of library faculty. The trend is evidenced in the present formulation of two types of advisory units, both recommended by this reporter; these are the Advisory Policy Committee of the Academic Assembly, concerned with professional issues, and various administrative task forces advising library management on issues related to library governance.[9/]

A lot will have to be learned by all concerned before the new model is fully operational. A clear definition of responsibilities will have to be worked out and fully implemented, resolving the apparent incompatibility between executive authority expressing institutional needs and individual librarians' professional responsibilities for service to the client.[10/] Some quantitative standards will have to be followed by the librarians while the present hierarchical library structure will have to be modified by the administrators to provide for a better utilization of professional and paraprofessional assistance, and a more systematic

managerial technology will have to be introduced to library administration. But above all, both managerial and professional leadership will have to assume joint responsibilities for the changing environment.

2. Library Budget: The Library budget did not, of course, escape the fundamental change in the recent University fiscal policy. This year's library budget recommendations were, for the first time, based on (a) a balanced budget principle, and (b) library department heads' participation. A task force was organized to open up the internal budgetary process literally a few weeks before the University's new "open budgetary policy" became known to us. The participation of the department heads was very encouraging--and although the process itself was at timescumbersome and frustrating--it was worth the experience gained.

It is hoped that the new University budgetary policy will help stamp out some of the age-old and almost universal discriminatory sentiments expressed in a very charitable notion that everybody in every university is for the library but at someone else's expense. The library is "a good thing" but has no political power to get a proper share of the fiscal allocations.

As it was often pointed out by librarians in the past, libraries are still seldom referred to in the literature of higher education, nor do they end up on the agenda of university presidents national conferences. Some university administrators consider the library as a "bottomless pit" with no theoretical limits developed for its needs with infinitely expandable and presumably unattainable goals.[11/] The result is a modest and fixed library operating budget, nationally averaging 4 to 5 percent of the total university expenditures; while at Temple it reflects approximately 2 percent of the university budget.

Most probably, the present university policy will change all that by depending less on political administrative University staff advice given in the past; and

instead being guided more by benefits formulated in terms of academic and not income producing administrative criteria. Such a change will not, however, be possible until library administration itself refocuses its own fiscal philosophy and accountability. This in turn will require development of a library-wide budgetary and managerial unit of planning and research, supervised by a senior library administrator and supported by new positions such as a business manager and systems analyst.

The following tables summarize the present budgetary status of Temple University Libraries.[12/] In the discussion, no reference is made to the galloping inflation especially in the book market, thus dramatizing even more vividly the impact of budgetary retrenchment on library operations.

Table 2 summarizes the relationship between the University and library expenditures. It brings up the point already made that the library share of the University budget is half of the national norm. It also indicates a rate of growth of library collection.

Next illustration (Fig. 2) shows the similarities between the Temple University Central Library budget and actual expenditures as well as changes in the salaries and wages in the last nine years. Since 1971/72, the expenditures were larger than the budget, with an average deficit in the last five years of almost $61,300 per year.

The book budget (monographs, serials, and service subscriptions) grew at a much slower rate than other parts of the budget. Furthermore, in the last six years, the book budget was cut three times; each time reducing the book allocation by approximately 4 percent. The book budget of 1970/71 was the highest in the last nine years. For a number of years, the total number of volumes held by Temple University libraries has been below the median for all ARL libraries (Fig. 4).

Figure 3 describes the composition of the proposed second priority budget of the central library with almost 64 percent of the total allocation going to the salaries of the staff in Central Library Paley alone, and with a relatively high serials subscription budget of 12 percent.

IV. LIBRARY RESOURCES

A. Nature of Library Collection

The remaining sections of this report will concentrate more directly on the issues of acquiring, processing and servicing library materials. It may, therefore, be proper first to outline the multitudinous nature of library staple. The physical format of current carriers of information, comprises numerous variety of books, pamphlets, maps, manuscripts and musical scores; near-prints such as microfilms, microfiche, microcards, and microprints; and the whole plethora of non-printed material: in audio--discs, tapes, cassettes; in video--slides, photographs; and various multimedia kits.

This variety lacks standardization creating problems not only in acquiring but also usage, since equipment, such as microform readers, is bulky, expensive and requiring technical maintenance.

Publication multifrequency is of special concern to librarians responsible for acquisition, claiming, recordkeeping and preservation of continuing series. An out-of-print journal, for example, is often very difficult to acquire, while the replacement of a mutilated copy of a periodical is frequently very expensive. Special techniques are needed to monitor serials publications, to serve government documents, to acquire dissertations and theses, and to process gifts.

Finally, different usages of material require different types of collections: general open stack collection provides easiest access for browsing, yet is most

difficult to secure; a reserve collection is efficient but expensive to maintain; reference consists of a very expensive collection of dictionaries, indexes and special tools; and specialized collections such as business. Perhaps soon, a new concept to be considered at Temple will be a compact, closed stack collection of less frequently used material. Multiplicity of different locations creates an obvious obstacle in locating needed books--an obstacle resolved in the past by duplicating purchases and improving central indexing of the collection.

B. Collection Development

To simplify the description of this complex process, one can begin by distinguishing between two basic but opposite approaches:[13/] (1) a stimulus-response buying policy based on review of new publication lists, and (2) a system approach considering various publications in relation to other related approaches in the collection.

The stimulus-response approach is pragmatic, relatively less expensive and heavily dependent on faculty continuous and consistent input. The system approach, although ideally preferred, is weakened by the perennial problems in applied epistemology, which attempts to balance out the requirement of the logical organization of ever-expanding knowledge with a never ending imaginative thinking and constantly shifting trends in research. Among the other equally difficult problems in building a library collection is the scattering of information among familiar, public as well as unknown, private channels of communication; and a cumulative growth of knowledge recorded in a multiplicity of published forms. All this is accompanied by two ever present parasites: triviality and obsolescence of some publications. Presently, major research libraries in the U. S. are each individually buying less than 20 percent of the current publishing output of western Europe alone.

At present, the Temple University collection development program is depending on well-established channels of selection and acquisition. It incorporates both stimulus-response and system approaches. Various approval plans illustrate the S-R approach, while the selections of new titles by individual subject bibliographers and specialists are the examples of the systems concept. The need for a further revision of collection policies in our system is appreciated and the work in this area has just begun.

The following slides identify major sources for book selection and acquisition. Figure 5 indicates the close relationship between present library subject collection and its circulation. Figure 6 demonstrates the library support of major University curricula judged to be satisfactory for the present needs of the University program.[14/] Table 3 enumerates the percent allocation of Paley book budget, while Table 4 evaluates Temple library system in terms of the Voight model for the annual acquisition rate and library total collection.

It is obvious that with a continuing book budget curtailment, the maintenance of excellence will be increasingly difficult since smaller budgets make the selection more difficult and more time consuming, cutting further on retrospective purchases. The new long-range collection development policies will have to consider future needs in relation to cooperative acquisitions and access to national resources.

V. TECHNOLOGY

The most outstanding novelty of Temple University Library services and processes is their gradual computerization.

A fully automated circulation system allows for better control of material charged out and more efficient location of books. Statistics gathered through

the circulation system provide important analytical data for future studies. Recently introduced computerized literature searching in the Reference Department provides a fast and reliable access to some 20 data bases offering citation indexes in sciences, social sciences, education, humanities, and business--to list just a few among the most frequently used fields at Temple.

Major activities in Cataloging Department are automated within the national network, called Ohio College Library Center (OCLC). We share our original cataloging input (approximately 22 percent of total Temple cataloging) with other libraries. The remaining 78 percent of Temple cataloging utilizes the cataloging entries prepared by professional staff in some other library. The system is on-line, providing instantaneous data, and producing catalog cards, pre-sorted, ready for filing. This computerized operation will be extended in the future to other technical and public services activities, including serials and monographic acquisitions, bindery control, circulation, interlibrary loans and production of book catalogs in multiple copies.

At present, 80 percent of all cataloging activities are automated at a cost of $1.78 to $16.42 per volume cataloged for the first time (manual cataloging costs are $1.11 to $14.58 per volume), excluding cost of cards.

An important link in library automation, not yet fully maximized at Temple is the use of microforms. Inexpensive to buy, small in size, easy to reproduce whether mechanically or through computer, microforms will ease many of the library's present problems. However, to expand their usefulness, two ingredients are essential: (1) acceptance by the user and staff, and (2) initial investment made to purchase modern reading equipment.

Microforms will not be properly utilized until they are given a prominent space in the library with fully qualified staff providing proper access to microform collections and satisfactory maintenance of the equipment.

Microforms will eventually be used for most government documents and will replace many bound periodicals which are expensive to buy and to store.

And finally, semi-automated interlibrary loan will soon have to play a much more significant role in the utilization of national resources as well as in serving the University's own branches. The serious obstacle in this program is an increased operational cost compounded by a practice of many libraries to begin charging fees for material lent.

VI. LIBRARY SERVICES

Library services are, of course, the raison d' être of library existence. Major units of the library responsible for such services are briefly listed in Table 5.

Basic public services are well known to all library users. They include: general and research reference, reserve and numerous special collections (largest among them are in business, government documents, maps and current periodicals) and a circulation of general collection.

Cultural activities fulfilled in the past our University commitment to general education. In the future, the cultural programs, leisure reading, and audio services will be sought even more with the reduced budgets of individual schools. However, the library role in these areas will have to be reconfirmed by the University by recognizing their significance in separate budgetary allocations and by providing better coordination with similar activities elsewhere on the campus (for example, COMO: Committee On Media Organization).

Special Collections Department collects, conserves and provides reference services in the fields of manuscripts, archives, rare and specialized holdings. Most of the activities are supported by outside funding.

Rare Books & Manuscripts is a collecting center for the scarce and unique materials in all fields of interest, especially strong in English literature, history of business, mathematics, and history of publishing and printing. University Archives, known as Conwellana/Templana Collection, is an unofficial collecting agency for the archives of the University and the history of its founder, faculty, programs and alumni. Urban Archives is a repository of post-Civil War Philadelphia archives of housing, social welfare, educational and political organizations. Contemporary Culture Collection is a collecting agency of the national periodical and pamphlet literature of the social and political protests of the 1960's and 1970's; underground and alternative press publications. Science Fiction Collection is an indepth collection of this literary kind, used by various departments; it is the only such collection in the region.

The library is now actively supporting the Templana curator's effort to be recognized as an official University library archives depository, responsible for collection arrangement and preservation of all University records.

The four departmental libraries, all within walking distance from Paley, serve as general reference working collections supervised by paraprofessional staff and coordinated by a librarian with a specialized background in science.

The three branch libraries provide services in undergraduate and graduate programs at Ambler, Tyler and Engineering Technology. All are understaffed with minimal sized, specialized collections supporting architecture and engineering technology (Technology Branch), art history and studio art courses (Tyler Branch), small collection for courses in the field of social administration (Social Science Administration Collection), and general library support in a fast developing, multivaried programs at Ambler Branch. The growing enrollments and correspondingly increased use of these branch libraries best testify to their

importance. A similar, if not even more pressing, need for library services is anticipated at TUCC. Important in the future development of these libraries is an automated on-line linkage with the central library, providing direct access to the total library system of information and resources.

The idea of individual service to library users was initiated in the fall of 1976 by offering a two-credit course in the use of library resources. The success of this program assures not only a continuation of the course, but an increase in further participation by librarians in teaching bibliographic courses in various schools throughout the University. The concept will become especially attractive at the time of faculty retrenchment; it should continue to be encouraged, but also should be better coordinated, by avoiding placing to heavy a burden on library staff and the library budget.

VII. LIBRARY PROCESSING

The Technical Services Division is responsible for processing library material for the whole system from the moment a request to purchase a volume is made to the final stage of forwarding a volume fully cataloged and processed to the stacks.

Table 6 provides an overview of the major departmental activities with their estimated scope.[15/]

The main objective of the division, because of its high technical and closely interrelated operations, is to develop an efficient operation following modern technology utilized in any large commercial organization. This is being gradually accomplished with a varying degree of success.

The division has no major processing delays. On the average, a book request received in the Pre-Catalog Department is processed within 17 workdays,

and a volume is processed and ready for use within 25 to 30 days after it is received--admittedly, not yet a record-breaking pace. Yet even this processing speed was not possible seven to eight years ago, and is still not achieved in many other libraries of our size in which literally thousands of volumes are stored waiting for cataloging.

Technical processing is continuously stream-lined, and staff is used more efficiently, thus, librarian-catalogers are cataloging only new original material, paraprofessionals are editing the material partly cataloged, while clerks and students perform more routine operations.

To learn more about personnel motivation, a major review of all Technical Services divisional activities was conducted throughout the 1975-76 academic year. This study solicited evaluations of present practices and ideas, comments and suggestions for improvement and involved all supervisors in the division and through them, all staff. A series of procedural changes are now being implemented as a result of this study.

Among other major changes in the technical processing introduced in recent years were: development of simplified filing rules and expansion of access to public catalogs; beginning stage of developing a systems analysis approach to operations; complete review of procedures; improved statistical controls; computer-produced lists of serials holdings; development of a bibliographic research unit, which consolidates all bibliographic tools in one place, making them available to all users; and establishment of a "W" collection which contains all books ready for use before they can be fully cataloged.

In the area of personnel, full job descriptions with established impersonal standards of performance were developed, thus providing a better supervision of

work by avoiding old-fashioned direct interface with the employee's individual work pattern.

VIII. PROCESSING COSTS

Costs of processing library material, although very important, are not easy to calculate because of a multitude of variables to be considered, such as the varying cost of books (per subject, per binding, per country of publication), and the processing cost of ordering (by letter, by phone, or by telegram), cataloging (by computer or manually), cost of filing records (by classification number, by language, etc.).[16/] All costs are continuously on the rise. It is estimated, for example, that in 1877 a volume was fully processed at the cost of $.50, in 1936 the cost went up to $1.38, today the estimate varies between $10-$20.

Many processing costs are directly related to the staff and technology used. Manpower costs are determined by the degree of specialization, market competitiveness and level of production. Computerization, although always expensive at the time of its introduction, eventually offers money saving, speed and reliability of processing, both essential in well-functioning information services. Resources shared through interlibrary cooperation will, in the long run, significantly affect acquisition programs--not necessarily by reducing their cost, but by providing better subject coverage. And finally, microformat of library material will reduce significantly both production and storage costs.

Quality of service, on the other hand, depends more directly on the amount of human labor per unit of production which in turn depends on personnel motivation. Thus, the technical improvements have a minimal effect on labor-saving aspects of library operations, which are always difficult to standardize and automate.[17/]

IX. CHALLENGES OF TOMORROW

Looking into the near future, the following issues will most probably require close attention.

a. Within the library profession: search for ways to expand cooperation with other libraries and library networks.

b. Within the University: review of various library-related activities with an objective of improving cooperation and coordination. This action may need top University policy decisions.

c. Within the library itself: there are at least four important issues:

(1) Introduction of a more consistent approach to the library as a system both on operational and physical levels which will perhaps lead to a structural reorganization of tasks, of responsibilities and of specific job assignments.

(2) Development of a personnel program by identifying long-range recruitment objectives, continuing education, and individual accountability for work performed.

(3) Continuing expansion of automation of processing and servicing activities of the library; centralizing the process in order to provide more flexible, decentralized service to the individual library user.

(4) Provision of more space without which neither the collection nor the services can be any further expanded. Table No. 7 identifies additional space needed while Fig. No. 7 is a good way of closing this report with a vision of a Temple University Library of tomorrow.[18/]

The request for a library extension is, of course, motivated by its growth. The support of the library by the University community is perhaps the best expression of a vote of confidence in what we are doing. The issues raised in this report indicate the vitality and dynamism of a growing institution which is also adjusting to the changing needs of the community. So in effect, we are alive and in good health. However, it is only prudent to keep reminding ourselves of another self-evident truth so well paraphrased by Will Rogers: "Even if you're on the right track you'll get run over if you just sit there."

NOTES

1/ Wachman, Marvin, "Temple University Goals and Priorities in 1976-77; a message from the President." Manuscript, Philadelphia, October 28, 1976, p. 1.

2/ This paper was prepared as background resource material for the presentation to the Temple University Council of Deans and to the Education Committee of Temple University Board of Trustee. It was read to the librarians at Temple University in March, 1977.

3/ The Commission on the Future of Temple University. Eye on the Future. vol. 3, no. 2, November 15, 1976, p. 1.

4/ Drucker, Peter F., Management: Tasks, Responsibilities, Practices. New York, Harper and Row, 1974, p. 29.

5/ Ibid, p. 30

6/ American Association of University Professors and The Guild of Professional, Technical and Clerical Employees, a Division of National Union of Hospital and Health Care Employees, Division of RWDSU, AFL-CIO and Its Affiliate District 1199C.

7/ DeGennaro, Richard, "Participative Management or Unionization?" College and Research Libraries, vol. 33, no. 3, p. 173.

8/ Advertisement for all librarians positions are always placed in at least the following institutions or publications (in addition to other journals and librar, graduate schools): Black Librarians Data Bank (A&M University, Alabama); National Skills Bank (New York); School of Library Services, Atlanta University; and mailing lists used by Personnel Services, Temple University.

9/ In 1976/77 academic year, a number of major issues were reviewed by librarians. A. By the administrative task forces: the policies on communication, research and development, budgetary preparation, microforms in the library, statistics, space utilization, dispersion of library collection at Temple University, long-range plans for Social Science Administration, journals microfilming vs. binding, and gifts and exchange. B. By special advisory groups to the Acting Director: review of policy concerning collection development, teaching function of librarians, policies on affirmative action and administrative procedures related to the promotion of librarians. C. By the Policy Advisory Committee of the Academic Assembly of Librarians: hiring of librarians, (policies and procedures), use of travel budget as a part of continuing education of librarians and the concept of limited collection.

10/ Edwards, Ralph M., "The Management of Libraries and the Professional Functions of Librarians." Library Quarterly, vol. 45, no. 2, 1975, pp. 150-60.

11/ Munn, Robert F., "The Bottomless Pit, or the Academic Library as Viewed from the Administration Building," College and Research Libraries, vol. 29, no. 1, January 1968, pp. 51-54.

12/ Data for ARL libraries are quoted from: Association of Research Libraries. Academic Library Statistics. Washington, D. C. 1966-1976; other statistics are from Temple University library reports

13/ Stiffler, Stuart, A., "A Philosophy of Book Selection for Smaller Academic Libraries," College and Research Libraries, vol. 24, no. 3, May 1963, pp. 204-208.

14/ (a) DEFINITION OF TEMPLE UNIVERSITY MAIN LIBRARY COLLECTION BY LC CLASSIFICATION

Subject	LC Numbers	Subject	LC Numbers
Language and Literature	PE,PR,PC,PQ, PS,PD,PF,PT, PN,PJ-PL,PA, PG,P,PZ,PB, PM,PH	History: United States	F
		Music	M
		History: America	E
		Technology	TK,TA,T TP,TL,TN, TR,TX,TS, TD,TJ,TH,TT, TC,TE,TF,TG
Social Sciences	HB-HJ,HM-HX, HA,H		
General History	D	Anthropology	GN-GT
Religion	BL-BX	Geography	G-GF
Philosophy	B-BD,BH,BJ	Recreation	GV
Psychology	BF	Medicine	R
Science	QA,QC,QD,QH, QE,Q,QP,QL, QK,QB,QR,QM	Auxiliary Sciences of History	C
		Agriculture	S
Fine Arts	N,ND,NA,NE-NX,NC,NB	Law (U. S. and Other Countries)	K-KZ
		General Works	A
Education	L	Military Science	U
Bibliography and Library Science	Z1001-8999, Z662-1000, Z116-549, Z4-115	Naval Science	V
Political Science	J-JV,JX		

(b) DEFINITION OF CURRICULA OFFERED AT TEMPLE UNIVERSITY BY LC CLASSIFICATION

Curriculum	LC Number
College of Liberal Arts	D-F,BL-BX,HM-HX,J,QH-QR,B-BD,BH-BJ,QA,QC,BF,BF455,HV2471-2500,LB1139,L3,P101-5,PN227-8,PN4145 QP306,RC 423-7 QD,G-GF,GE,GN PE,PC2001-3761 PC4001-4977, PD1001-1350
School of Business Administration	HA-HJ,QA76-76.8,RA5-1270, TK7885-7895
College of Allied Health Professions	QD,QH301-705, QK-QR,R
Tyler School of Arts at Paley	N
School of Education	L
College of Music	M
College of Engineering Technology	T
School of Medicine	R
School of Social Administration	HV
School of Communication and Theater	P90, PN1992-3299, PN4699-5650, TK6630-6680
School of Law	K
School of Pharmacy	RS
School of Dentistry	RK

15/ The pre-cataloging of monographs in the Pre Catalog Department involves (a) bibliographic identification of a requested title both for purchase and cataloging purposes; (b) verification of holdings in the library to avoid unwanted duplication; (c) selection of book vendors; (d) placement of an order, monitoring, and, if necessary, claiming delayed or incomplete shipments; and (e) acceptance of shipments and approval of invoices for payment.

Similar operations are performed in the Serials Department, set up separately because a complicated schedule of serial publications requires monitoring the completion and binding status of periodical volumes and the maintenance of up to date record of their holdings.

The Catalog Department's main function is to organize received material into a uniform, logically arranged bibliographic system. Using Library of Congress subject classification schedules, catalogers assign call numbers to books. The books' content is described on catalog cards. Cards are filed in public catalogs and books are forwarded for physical processing to the Post Catalog Department. These activities consist of labeling and stamping the book, typing required records, and constantly studying processing problems and reviewing technical procedures.

16/ Raffel, Jeffrey A. and Robert Shisko, Systematic Analysis of University Libraries: An Application of Cost--Benefit Analysis to the M.I.T. Libraries. Cambridge, Mass., MIT Press, 1976. 107 p.

17/ Baumol, William J., and Matityahu Marcus. Economics of Academic Libraries. Washington, D. C., American Council on Education, 1973, 98 p.

18/ Caruth, Lennox A. Program For Paley's Graduate Library, Temple University, Broad and Montgomery Campus. Philadelphia, 1974, 62 p. (mimeographed).
Hamlin, Arthur T. A concept program for Temple University Libraries, Broad and Montgomery: A Preliminary Statement..for the Library Building Planning Committee. (mimeographed). Philadelphia, Temple University, May 1972, 29 p.

NOTE: All tables and illustrations in this report were prepared in cooperation with Temple University Library staff.

This report was completed before the publication of The Temple University Self-study, 1977; Report to the Commission on Higher Education Middle States Association of Colleges and Schools. Philadelphia, Temple University, 1977. Although in discussing library policies I had anticipated some of the issues raised in the University self-study, the relationship between the two reports is coincidental.

APPENDIX

TABLE 1: Library Operations At Temple University Not Affiliated with the Central Library System

FIG 1: Temple University Central Library Organization Chart

TABLE 2: A Decade of University and Library Statistical Trends

FIG 2: TUCLS Budget 1968-1977

FIG 3: Temple University Central Libraries: 2nd Priority Budget: 1977-78

FIG 4: Number of Volumes Held In ARL Libraries

FIG 5: Temple University Main Library Collection and Circulation

FIG 6: Main Library Collection By Curriculum

TABLE 3: Major Sources For Library Materials Selection and Acquisition

TABLE 4: Voight Acquisition Rate And Collection Size Model TUCLS: July 1976

TABLE 5: Temple University Central Library Major Services: Sample Statistics

TABLE 6: Major Processing Activities In Technical Services Division

TABLE 7: New Central Library Space Needs

FIG 7: Temple University Central Library Of Tomorrow

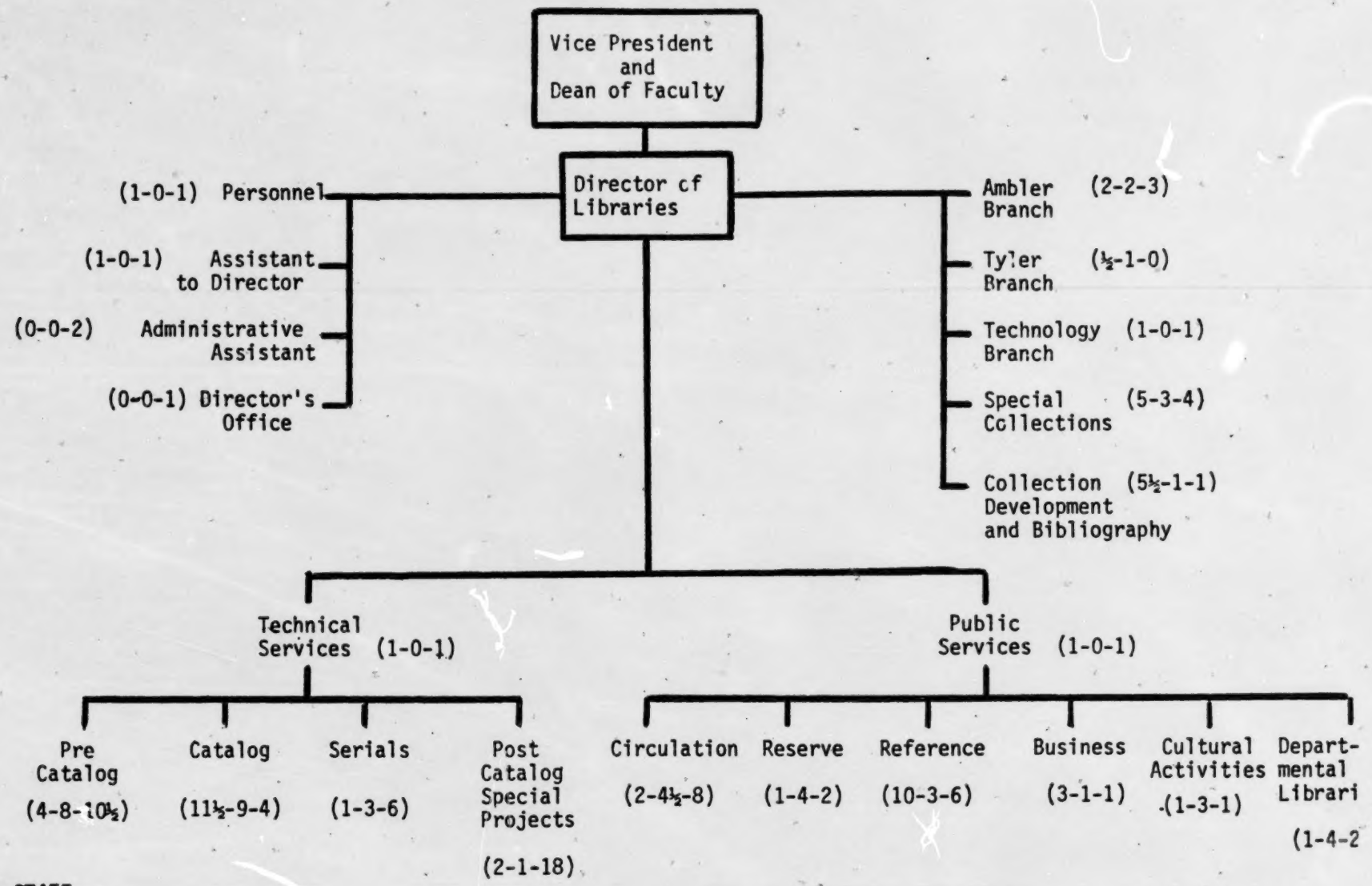
TABLE 1

LIBRARY OPERATIONS AT TEMPLE UNIVERSITY NOT AFFILIATED WITH THE CENTRAL LIBRARY SYSTEM

LIBRARY	COLLECTION
Law Library	212,000
Medical School	52,000
Zahn Instructional Material Center (CE)	48,000
Dental-Allied, Health-Pharmacy	19,300
Media Learning Center (CLA)	16,070
Audio Facilities Record Collection (SCTh)	11,000
Presser Learning Center (CM)	9,000
Presser Listening Library (CM)	8,800
Measurement and Research Library	5,500
Health, Physical Education, Recreation and Dance Instructional Material Center	5,000
Library for Center for Study of Federalism (CLA)	5,000
Woodhaven Center Staff Library (CE)	4,000
Career Resources Library	2,500
Communication and Theater Library	1,800
American Studies Library (CLA)	1,500
Woodhaven Center School Library(CE)	1,400
InterAmerican Center (CLA)	1,000
Special Education Reference Center	1,000
Map Library (CLA)	800
Distributive Education (CE)	460
Center Film Library	400
Social Science Data Library (CLA)	400
Women's Library (CLA)	400
Piaget Society Library	374
Computer Program Library	350
Center for Jewish Communities Studies (CLA)	300
Hamilton Reading Room (CLA)	300
Hebrew Department Library (CLA)	300
Psycho Educational Processes Learning Center (CE)	300
Geology Department Library (CLA)	250
Religion Department Library (CLA)	250
Dr. James Powell and Rosemary Hodgins Memorial Library (CLA)	250
English Department (CLA)	200
Philosophy Library (CLA)	200
Sociology Undergraduate Reading Room (CLA)	200
Cindy Keller Memorial Library (CLA)	50
German Department Reference Reading Room (CLA)	50
Urban Education Library (CE)	Being established

TOTAL VOLUMES 410,704

College of Education (CE)
College of Liberal Arts (CLA)
College of Music (CM)
School of Communications and Theater (SCTh)



TOTAL STAFF

Librarians	55 FTE	(23%)
BA's	46 FTE	(20%)
Clerks	74 FTE	(31%)
Students	62 FTE	(26%)

FIG. 1: TEMPLE UNIVERSITY CENTRAL LIBRARY ORGANIZATION CHART

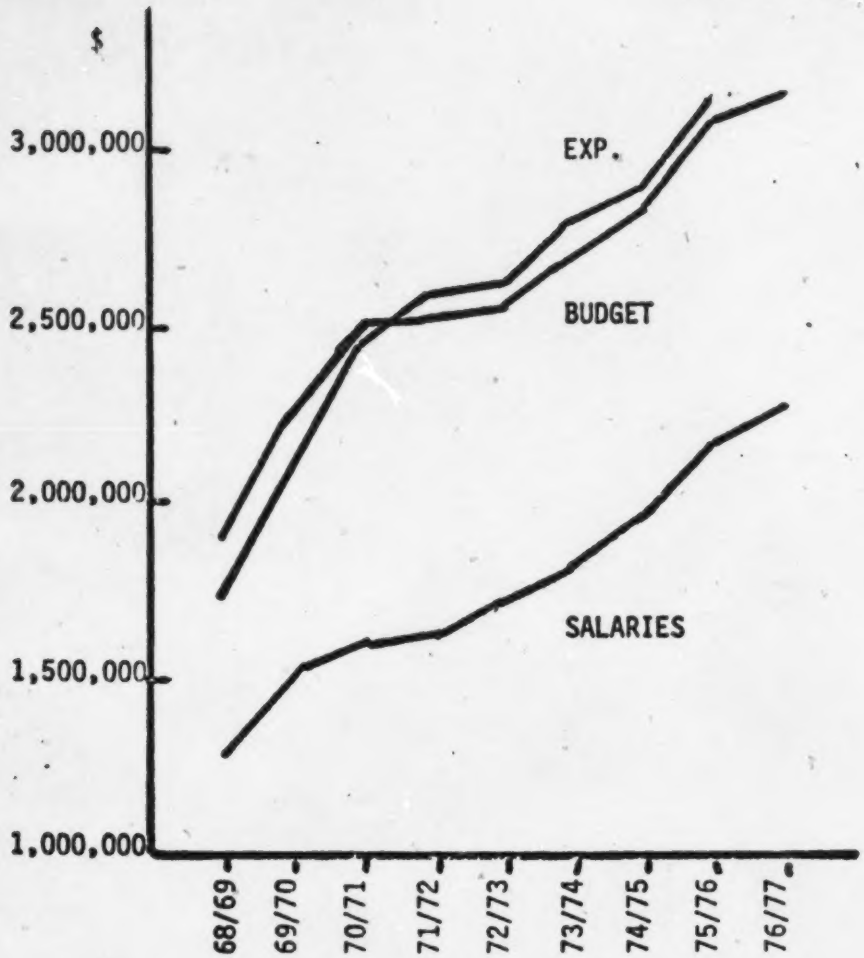
TABLE 2

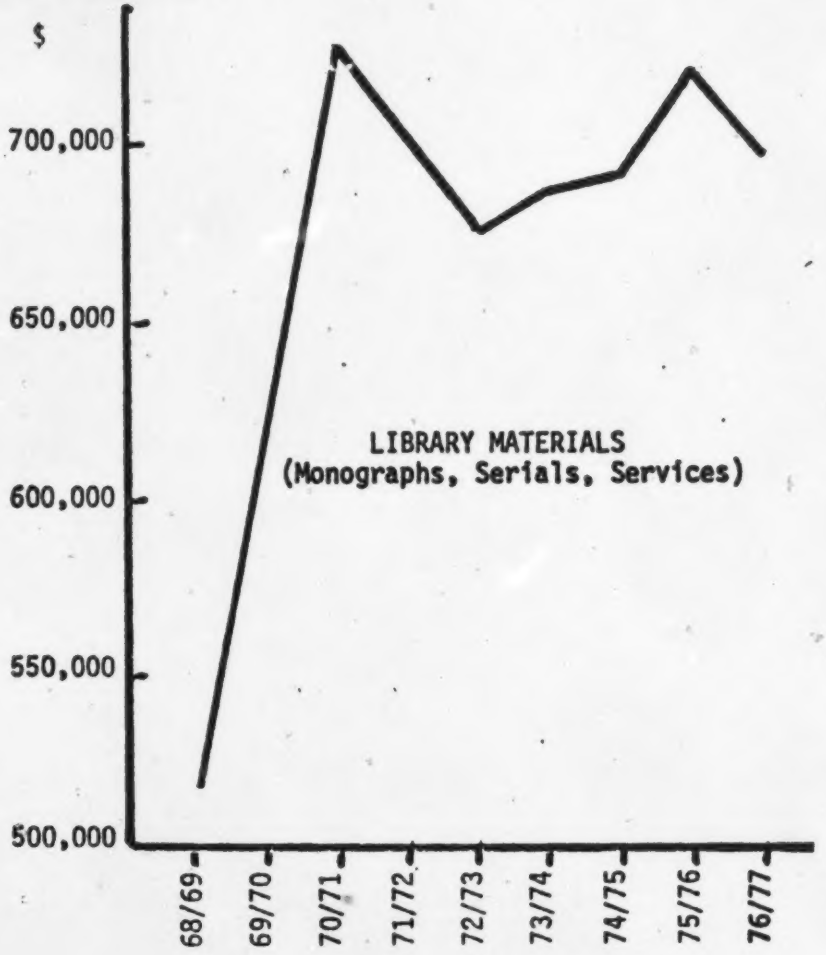
A DECADE OF UNIVERSITY AND LIBRARY STATISTICAL TRENDS

	EXPENDITURES			PERSONNEL			COLLECTION	
Fiscal Year	University Expenditures	Library Expenditures		University Enrollment	Library Staff		Total Volumes	Percent Growth
		Total	Percent of University Expenditures		Total	Percentage Staff to Students		
1966-67	$ 62,040,928	$1,443,900	2.3%	21,800 FTE (Est.)	167	0.77%	776,628	
1967-68	81,101,253	1,855,375	2.3%	23,000 FTE (Est.)	146	0.63%	831,228	7.0%
1968-69	96,523,804	2,263,546	2.35%	22,148 FTE	187	0.84%	905,149	8.9%
1969-70	115,913,928	2,685,907	2.3%	21,822 FTE	203	0.93%	971,688	7.4%
1970-71	129,741,533	2,945,417	2.3%	21,747 FTE	212	0.97%	1,055,893	8.7%
1971-72	141,810,894	3,156,589	2.2%	20,826 FTE	216	1.04%	1,142,862	8.2%
1972-73	147,683,914	3,237,476	2.2%	21,692 FTE	209	0.96%	1,107,699[a]	-3.0%
1973-74	165,240,263	3,243,492	2.0%	22,303 FTE	208	0.93%	1,165,884	5.3%
1974-75	177,023,000	3,662,641	2.1%	22,140 FTE	201	0.90%	1,247,261	6.9%
1975-76	199,328,243	3,667,568	1.8%	23,770 FTE	204	0.88%	1,315,884	5.5%

a. Losses caused by Law Library fire

FIG 2: TUCLS BUDGET 1968 - 1977





	SALARIES AND WAGES	Change	LIBRARY MATERIALS	Change	TOTAL BUDGET	Change	TOTAL EXPENDITURES	Change
1963/69	1,279,560		518,175		1,914,285		1,751,419	
1969/70	1,508,548	228,988	619,725	101,550	2,294,178	+379,893	2,088,088	336,669
1970/71	1,602,842	94,294	726,875	107,150	2,519,917	+225,739	2,468,183	380,095
1971/72	1,634,729	31,887	698,350	- 28,525	2,520,925	+ 1,008	2,583,874	115,691
1972/73	1,714,049	79,320	673,770	- 24,580	2,571,419	+ 50,494	2,630,089	46,215
1973/74	1,824,487	110,438	687,123	13,353	2,728,020	+156,601	2,795,852	165,763
1974/75	1,958,628	134,141	691,703	4,580	2,843,260	+115,240	2,903,130	107,278
1975/76	2,183,789	225,161	721,503	29,800	3,106,597	+263,337	3,163,807	260,677
1976/77	2,285,571	101,782	693,703	- 27,800	3,168,724	+ 62,127		

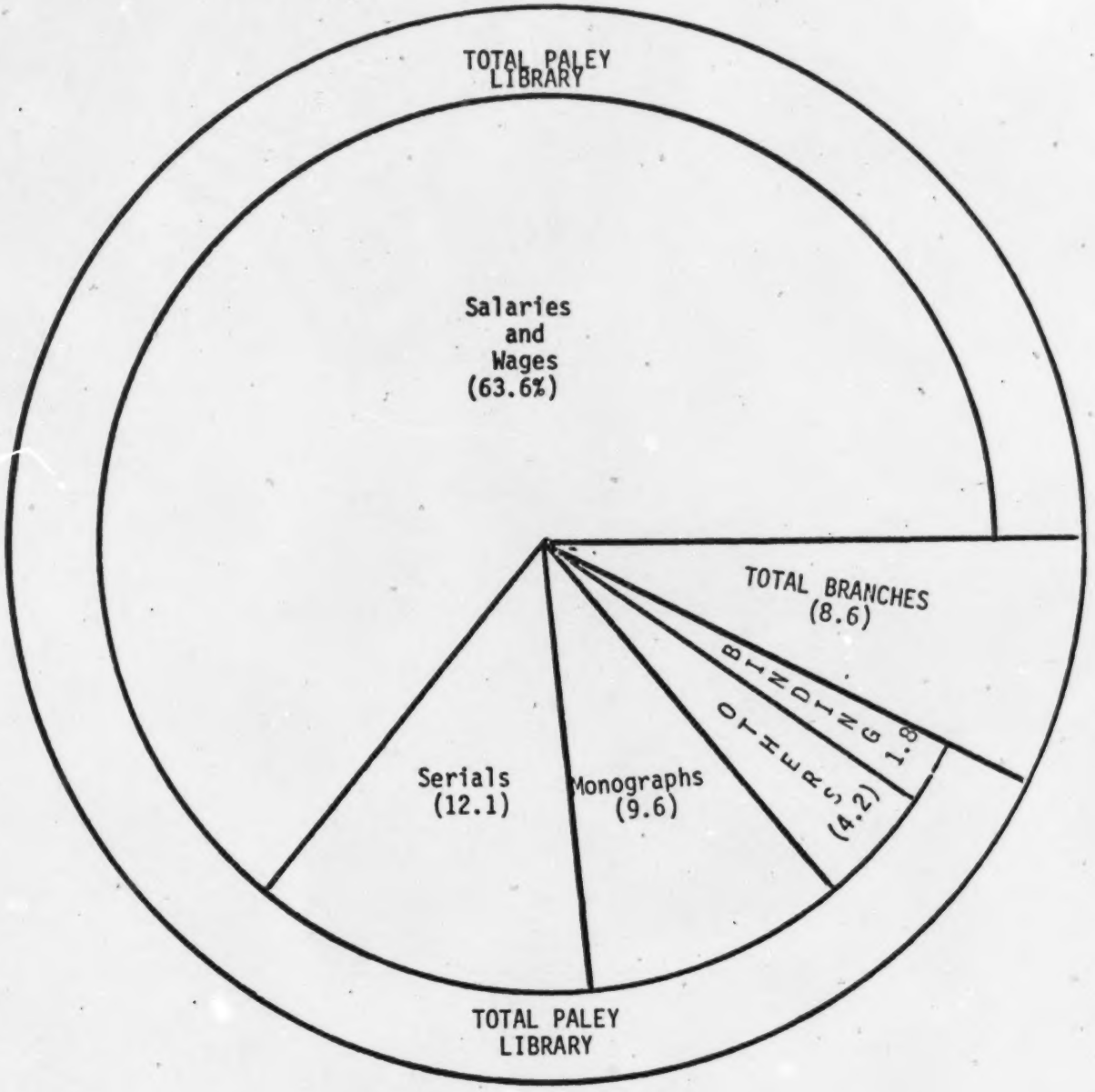
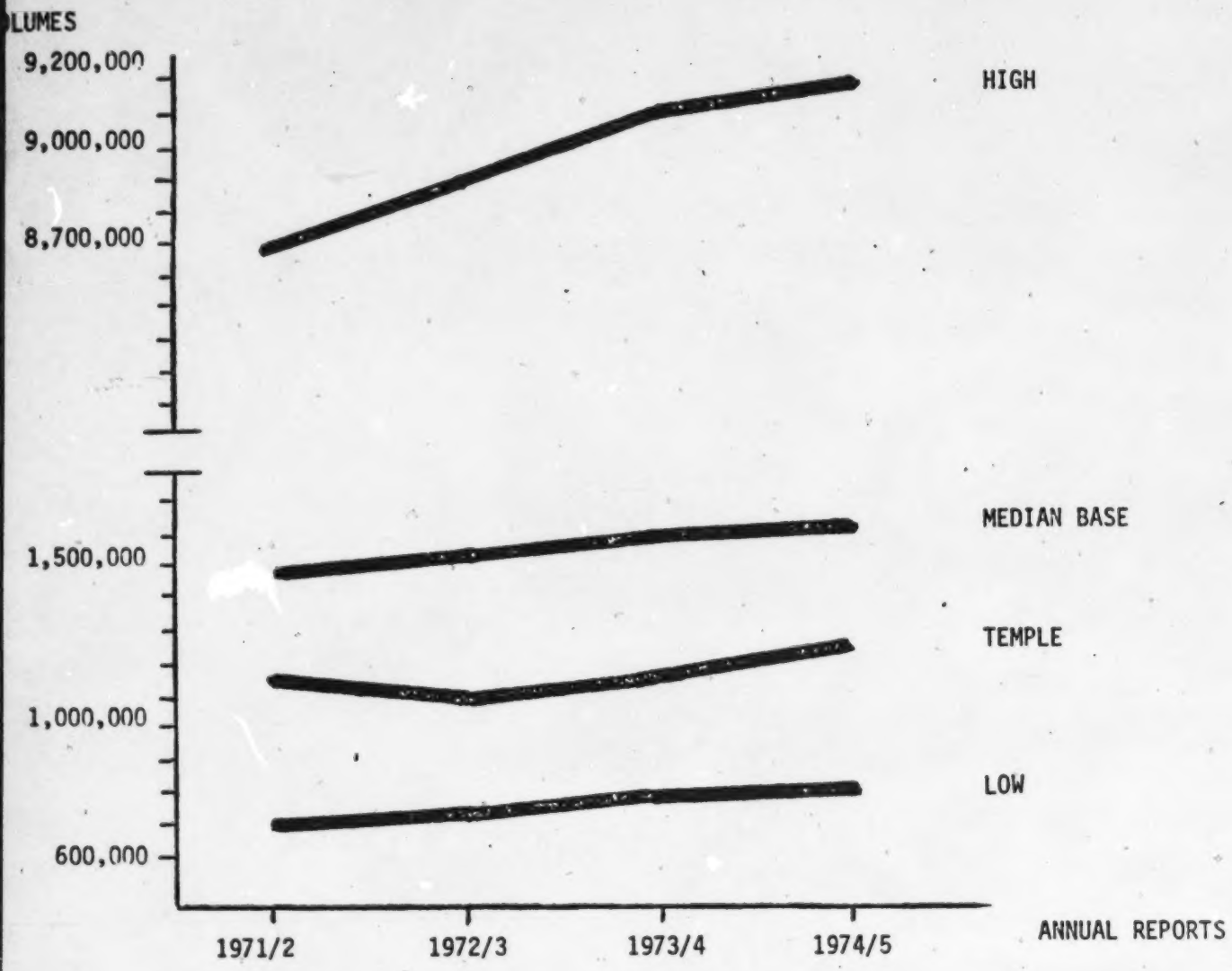


FIG 3: TEMPLE UNIVERSITY CENTRAL LIBRARIES:
2nd Priority Budget: 1977-78

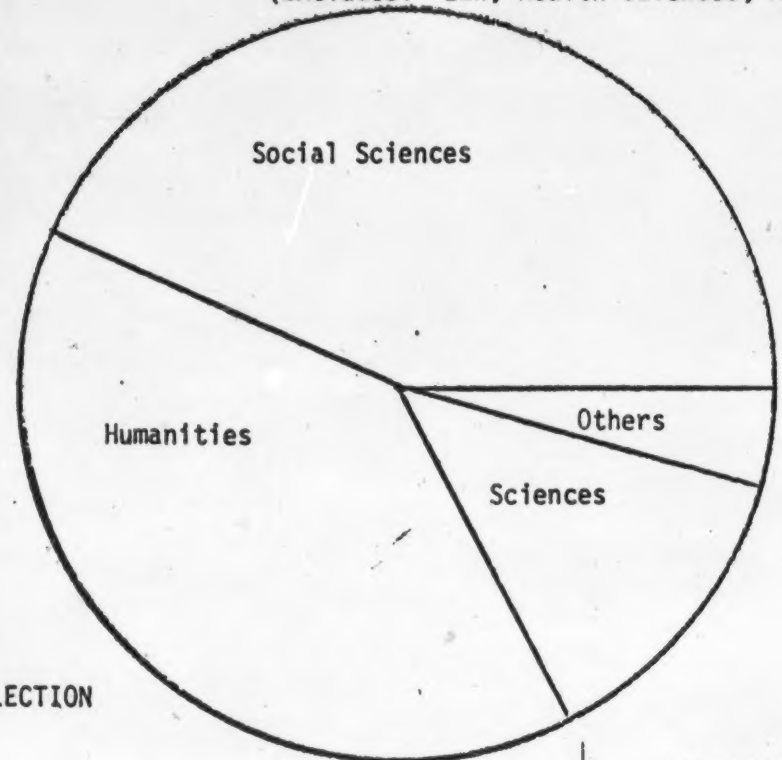
FIG. 4. NUMBER OF VOLUMES HELD IN ARL LIBRARIES



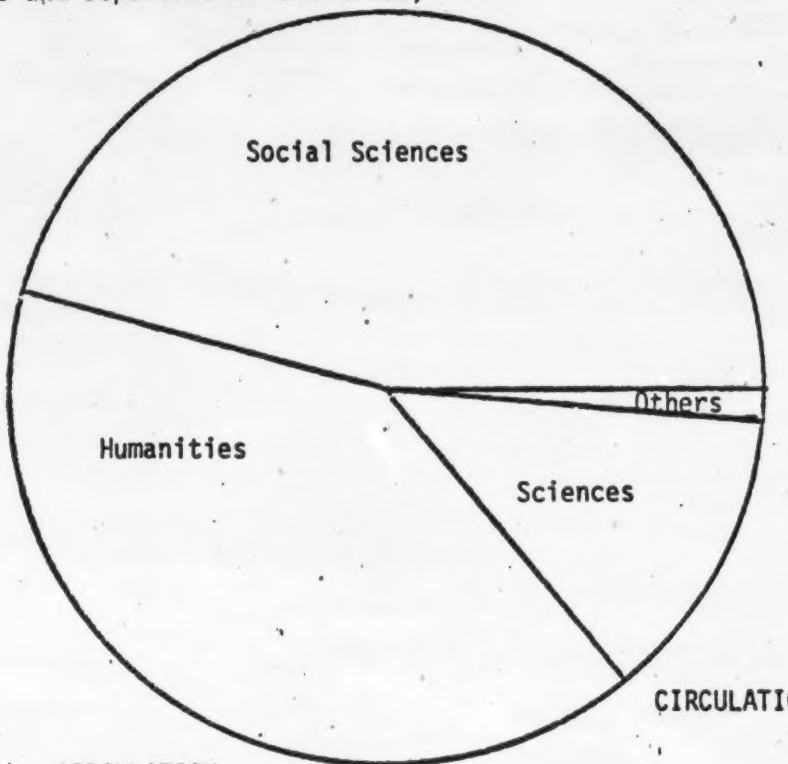
ARL:	1971/2	1972/3	1973/4	1974/5	1975/6
Low	698,320	737,792	805,489	837,055	806,674
Median	1,486,412	1,522,964	1,553,192	1,549,589	1,592,532
Temple	1,142,862	1,107,699	1,165,884	1,247,261	1,315,334
High	8,707,822	8,859,478	9,028,385	9,206,670	9,383,255
Temple U. Rank	60 (N=78)	64 (N=81)	64 (N=82)	62 (N=88)	62 (N=94)

NOTE: A fire in the Temple Law Library in July 1972 destroyed close to 100,000 vols.

FIG 5: TEMPLE UNIVERSITY MAIN LIBRARY COLLECTION AND CIRCULATION
(Estimated - 1975/76)
(Excludes: Law, Health Sciences, All Branches and Departmental Libraries)



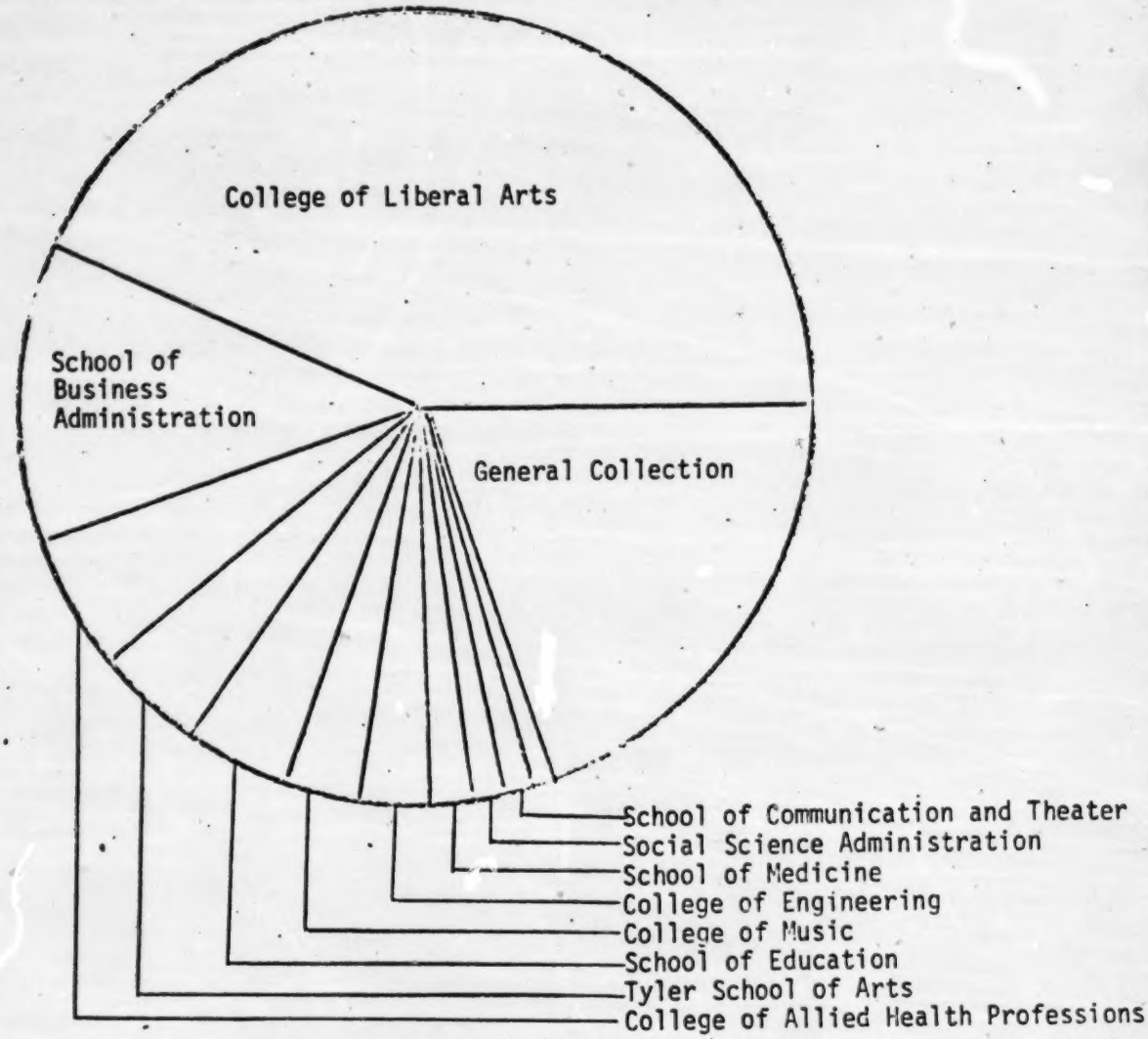
COLLECTION



CIRCULATION

	COLLECTION		CIRCULATION	
	Titles	Percent	Charges	Percent
Social Sciences	230,000	43	113,000	46
Humanities	210,000	39	100,000	40
Sciences	72,500	13	32,000	13
Others	27,000	5	3,000	1
TOTAL	539,500	100	248,000	100

FIG 6: MAIN LIBRARY COLLECTION BY CURRICULUM
(Estimated: 1975/76)



NOTE: The following estimates are based on shelflist statistics for Paley Library only.

Curriculum*	Number of Titles	Percent of Total	Curriculum	Number of Titles	Percent of Total
College of Liberal Arts	233,800	43.3	School of Medicine	10,000	1.8
School of Business Administration	64,900	12.0	Social Science Administration	6,700	1.3
College of Allied Health Professions	27,900	5.2	School of Communication and Theater	6,200	1.1
Tyler School of Art	23,000	4.3	LAW	4,000	0.7
School of Education	22,500	4.2	School of Pharmacy	330	0.06
School of Music	15,700	3.0	School of Dentistry	50	0.009
College of Engineering	15,300	2.8	General Collection	109,120	20.2
*For definition of curricula see footnote			TOTAL	430,380	100

TABLE 3

MAJOR SOURCES FOR LIBRARY MATERIALS SELECTION AND ACQUISITION

SOURCE	% OF TOTAL	MAJOR SUBJECTS COVERED	COST/UNIT SELECTED
Books (861)			
Approval	17.9		
BNA	14.8	current Eng. language scholarly imprints in most subject areas	14.60
Harrassowitz	2.7	current Ger. language imprints incl. history, theol., pol. sci., lit., music, science	17.50
Strand	.4	current Eng. and Am. fiction	5.02
Porrua	.04	current Mexican language imprints in soc. sciences and humanities	4.20
Allocations	23.6	selections by subject specialists	
Miscellaneous	4.8	Includes CRL membership, Reserve titles, expensive purchases, subjects not allocated	
Sub-total	46.3		
Journals (233	34.9	all subjects	
Continuations (280)	16.3	all subjects	
Services (281)	2.5	mainly Bus., Ref.	
TOTAL	100%		

TABLE 4

VOIGHT ACQUISITION RATE AND COLLECTION SIZE MODEL
TUCLS: JULY 1976

	ACQUISITION RATE OF CURRENT PUBLICATIONS			MINIMAL COLLECTION SIZE	
	Factor	x	Acquisition Vols.	Factor	Volumes
1. Base for a University as defined.	40,000	1	40,000	800,000	800,000
2. Subtraction rate per field for universities with fewer than two doctoral programs in European literatures (other than English), or three in the social sciences, or if psychology of philosophy are not included.	1,000			20,000	
3. Addition rate per field for additional doctoral programs in foreign literatures and social sciences.	2,000	3	6,000	40,000	120,000
4. Addition rates for <u>other</u> advanced graduate programs.					
Agriculture (per major area)	1,000			20,000	
(maximum)	5,000			100,000	
Architecture	1,000			20,000	
Art or Art History	3,000	1	3,000	60,000	60,000
Astronomy	2,000			40,000	
Business or Mgmnt. Admin.	2,000			40,000	
City & Reg. or Urban Planning	2,000			40,000	
Drama	2,000	1	2,000	40,000	40,000
Earth Science or Geology	2,000			40,000	
Education	3,000	1	3,000	60,000	60,000
Engineering (per major area)	1,000			20,000	
(maximum)	4,000			80,000	
Law	NA		NA	160,000	NA
Library Science	1,000			20,000	
Medicine	NA		NA	160,000	NA
Medicine Related Professions (per major area)	1,000		NA	20,000	NA
(maximum)	4,000		NA	80,000	NA
Music	3,000	1	3,000	60,000	60,000
Oceanography	3,000			60,000	
Religious Studies	2,000	1	2,000	40,000	40,000
Social Science	1,000			20,000	
Veterinary Science	2,000			40,000	

TABLE 4 .
VOIGHT ACQUISITION RATE AND COLLECTION SIZE MODEL
TUCLS: JULY 1976
PAGE 2

	ACQUISITION RATE OF CURRENT PUBLICATIONS			MINIMAL CCLLECTION SIZE	
	Factor	x	Acquisition Vols.	Factor	Volumes
5. Addition for undergraduate students. For each 2,000 undergraduates or fraction thereof over 5,000.	1,000	8	8,000	20,000	160,000
6. Addition for sponsored research. For each $15 million per year in sponsored research contracts or grants.	1,000	1.4	1,400	20,000	28,000
7. Addition for difficulty of access to other research libraries:					
Travel time more than one but less than two hours each way to one or more research libraries of 3 million or more volumes.	10,000			200,000	
Travel time more than two hours each way to one or more major research libraries.	20,000			400,000	
8. Retrospective acquisitions. University libraries not meeting the minimal collection size should add at least 5% of the deficit per year of retrospective books (or microform equivalents) in order to reach the minimal standard in not less than 20 years.	5% of collection size deficit				
(i.e. Temple:	145,594	.05)	7,280		
TOTAL			77,680		1,408,000
Present library collection as of June 1976					1,262,406
Deficiency					145,594

TABLE 5

TEMPLE UNIVERSITY CENTRAL LIBRARY
MAJOR SERVICES: SAMPLE STATISTICS
(1975-76)

SERVICE	SIZE
PALEY COLLECTIONS:	
Maps	33,784 sheets
Reference	19,600 vols.
Information Retrieval	29 data basis
Reserve	16,000 vols.
Circulation	250,275 vol. circ.
Business	105,400 vols.
Current Period.	3,355 titles
Micromaterials	375,000 items
Inter-Lib. Loan	7,716 transactions
B.R.U.	3,200 vols.
Gov't. Docs.	89,700 vols.
CULTURAL SERVICES	
Audio	11,000 discs tapes
Leisure Reading	10,200 vols.
Cultural Serv.	13 programs
DEPARTMENTAL LIBRARIES	
Biology	9,100 vols.
Chemistry	8,300 vols.
Physics	9,800 vols.
Mathematics	7,700 vols.
SSA	1,800 vols.
SPECIAL COLLECTIONS	
Rare Books	10,600 vols.
Manuscripts	100,000 ms.
Univ. Archives	15,900 vols.
Urban Archives	30,000 pam.
	3,000 photos.
	87 archival groups of 1,755 cu. ft.
CCC	3,900 vols.
Sci. Fiction	4,000 vols.
BRANCH LIBRARIES	
Ambler	43,100 vols.
Technology	10,700 vols.
Tyler	14,700 vols.
SPECIAL INDIVIDUALIZED SERVICES	
Library Instructional Credit Course	Offered for the first in the fall '76 for 15 students in CLA honor program

TABLE 6

TEMPLE UNIVERSITY CENTRAL LIBRARY SYSTEM

Major Processing Activities In
Technical Services Division
(1975-76)

DEPARTMENT	ACTIVITY	ESTIMATED SIZE OF ACTIVITY
Pre Catalog	-Bibliographic Identification	59,500 searches
	-Accessioning Processing	36,000 titles
Catalog	-Cataloging Processes	36,571 titles 100,203 items
	-Filing Cataloging Cards	171,840 cards
Serials	-Checking Kardexes	82,868 items
Post Catalog	-Binding	17,761 volumes
	-Physical Processing	65,000 volumes
	-Duplication	303,000 exposures
	-Keypunching	70,300 entries
	-Typing	71,900 entries
Mailroom	-Incoming Mail: Sorting and Distributing	876 pieces of mail daily
	-Outgoing Mail:	104 pieces of mail daily
	-Approval Orders	(Approx. 2,000)

TABLE 7

NEW CENTRAL LIBRARY SPACE NEEDS

(Library Needs Based on 1984-89 Projection)

(1)	Readers Stations:			
	(a) 20 percent of 20,800 undergraduate students at 25 sq. ft. each			104,000 sq. ft.
	(b) 25 percent of 6,500 graduate students at 25 sq. ft. each			40,625 sq. ft.
	(c) 100 faculty at 48 sq. ft. each			4,800 sq. ft.
(2)	Staff: Offices and Working Area			23,000 sq. ft.
(3)	Book Stacks			
	(a) Present (3,000 double-faced sections:		52,026 sq. ft.	
	(b) Anticipated growth:	1980	85,000 sq. ft.	
		1990	123,332 sq. ft.	
		Total	260,358 sq. ft.	
		less compact storage (10 percent space saving)	26,036 sq. ft.	
		Net Total	236,323 sq. ft.	236,323 sq. ft.
(4)	Others (e.g. elevators, restrooms, stairwells)			2,825 sq. ft.
		Total space		411,573 sq. ft.
		Present space		180,500 sq. ft.
		Additional space needed		231,073 sq. ft.

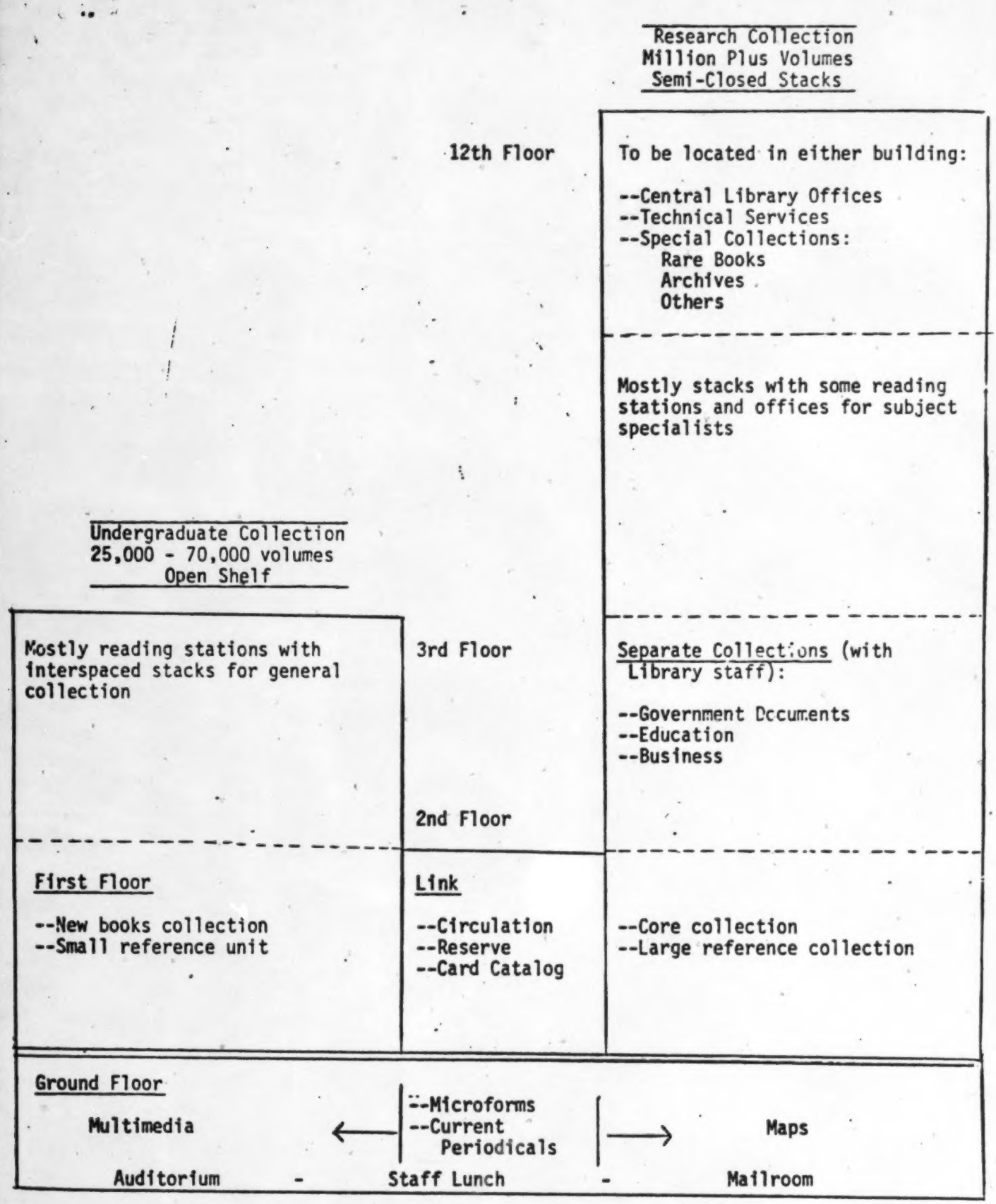


FIG 7: TEMPLE UNIVERSITY CENTRAL LIBRARY OF TOMORROW